

Introduction to Toronto's Government

December 2018

www.toronto.ca

For more information about Toronto's Government visit:
www.toronto.ca/get-involved-how-government-works





Contents

About Toronto	1
The City of Toronto's Governance System	5
A Balanced Model of Governance	6
City Council	6
Council and Committee Structure	10
The Toronto Public Service	13
Accountability Officers	14
City Agencies and Corporations	15
Public Engagement	17
The City's Finances	18
What is the City Budget?	18
Overview of the City's Operating Revenues and Expenses	18
Overview of the City's Capital Budget	18
City Services and Programs	21
City Agencies and Corporations	25
Service Agencies	25
City Corporations	26
Partnered Boards	27
Adjudicative Bodies	27

Land Acknowledgement

The land the City of Toronto stands on today is the traditional territory of many nations, including the Mississauga of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. Toronto is covered by Treaty 13 signed with the Mississauga of the Credit, and the Williams Treaty signed with multiple Mississaugas and Chippewa Bands.

City Motto

Diversity Our Strength is the City of Toronto's motto. It refers to the combined strength of the seven former municipalities that make up the City of Toronto.

Toronto's Flag



In 1974, the City of Toronto held a competition to design a new flag. More than 700 submissions were received from children and adults across the city, ranging in age from six to 90 years old. In a unanimous vote, Council selected the design of 21 year-old George Brown College graphic design student, Renato

De Santis. De Santis' design included the letter 'T' for Toronto, the outline of City Hall on a blue background, and a red maple leaf representing the Council Chamber at the base of the towers. After the amalgamation of the City of Toronto in 1998, a further competition was held but the decision was made by Council to keep the original design.

Toronto's Coat of Arms



The City of Toronto Coat of Arms is designed in the form of a shield and is used as a symbol of identity. The symbol is intended for ceremonial application only. Use of the Coat of Arms on business stationery is restricted to Toronto's Mayor and Councillors or as authorized by the City Clerk.

The Coat of Arms was created in 1998 in consultation with the Chief Herald of Canada.

About Toronto

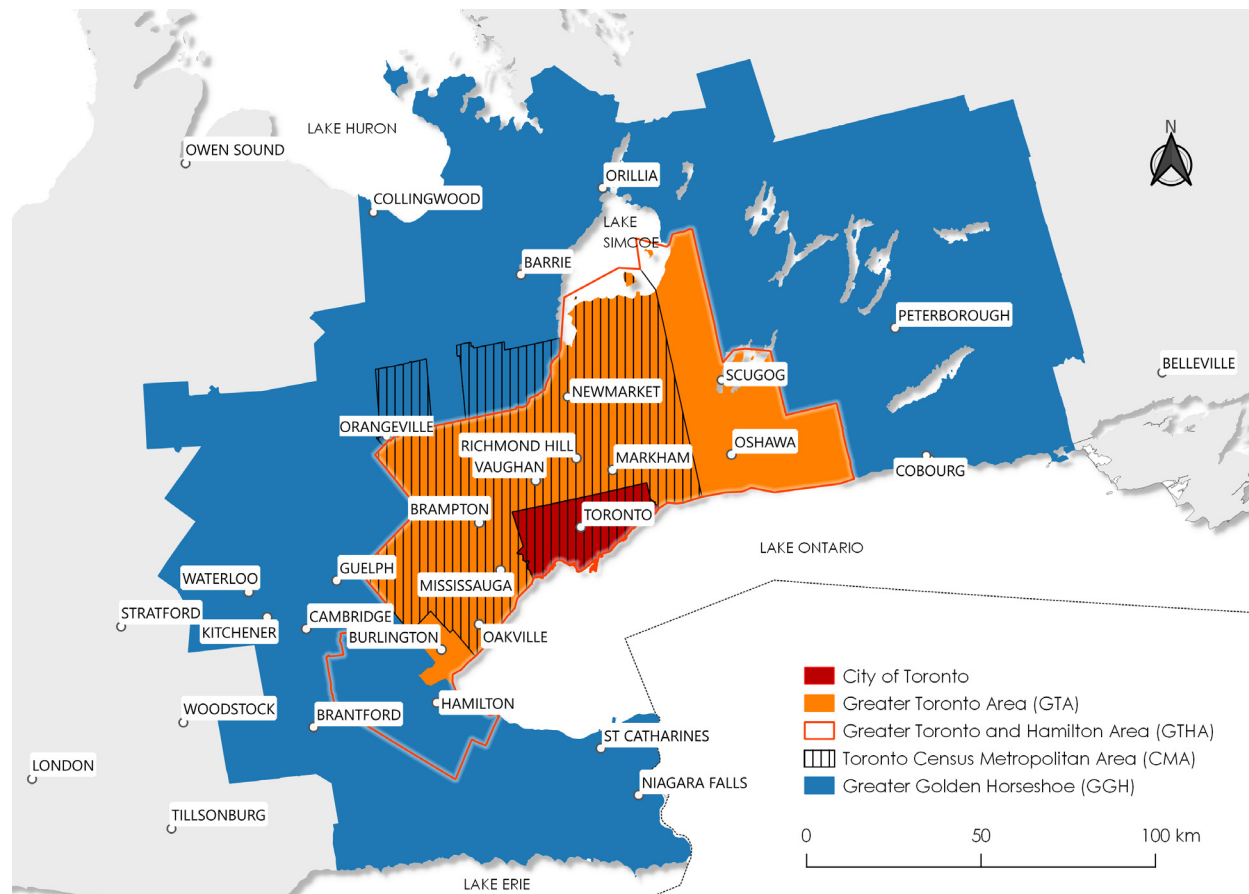
The City of Toronto and the Toronto Region

Toronto is Canada's largest city and a world leader in business, finance, technology, entertainment, and culture. Its large population of immigrants from all over the globe has also made Toronto one of the most multicultural cities in the world.

Located on a broad sloping plateau cut by numerous river valleys, Toronto covers 641 square kilometres and stretches 43 kilometres from east to west and 21 kilometres from north to south at its longest points.

The City of Toronto sits at the centre of a larger metropolitan area called the Greater Toronto Area (GTA), also known as the Toronto Census Metropolitan Area (CMA) by Statistics Canada, with slightly different boundaries (See Figure 1).

Figure 1. Toronto and the Greater Golden Horseshoe



Quick facts about Toronto:

- 307 km of rivers and creeks run through the city flowing into Lake Ontario.
- There are more than 1,600 named parks comprising more than 8,000 hectares of land (ravines, valleys, woodlots, parks, beaches, golf courses, and parkettes).
- Toronto has about 10 million trees, approximately 4 million of which are publicly-owned trees. These include 600,000 street trees and 3.5 million trees in parks, ravines, and other natural areas.
- The City of Toronto owns and operates nearly 100,000 housing units.
- There were more than 106,000 businesses in Toronto in 2017.

Toronto's Population

Toronto has a large and diverse population. It is home to about 2.9 million people and is expected to continue to grow steadily. In 2017, the Province of Ontario projected that the city of Toronto could grow by 500,000 people in the next 25 years (see Figure 2).

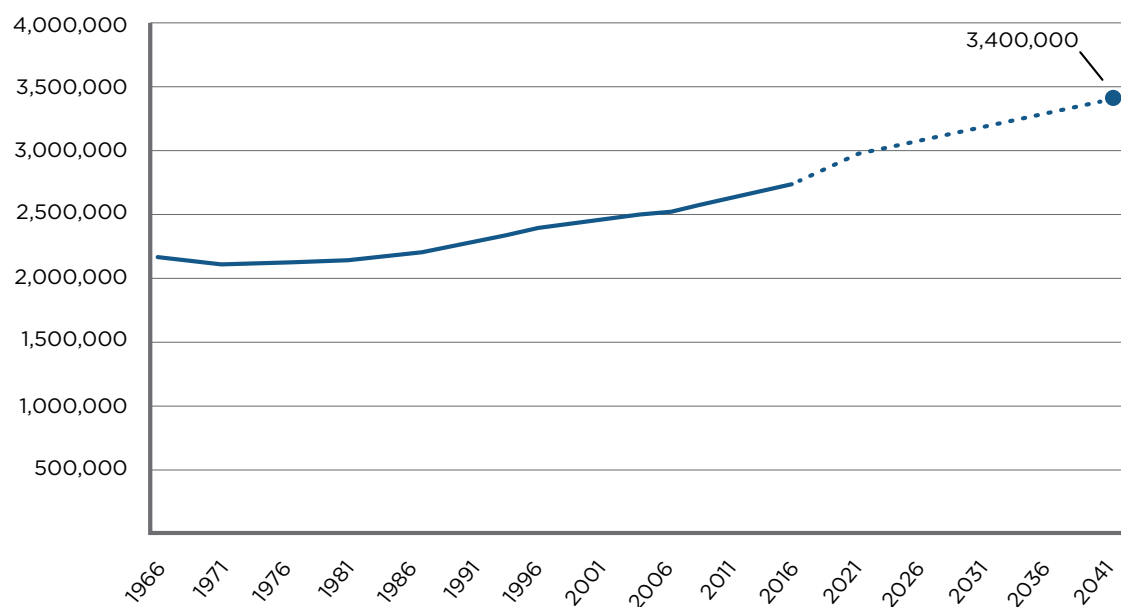
In 2016, there were 46,320 people living in the Toronto Census Metropolitan Area who identified as Indigenous. Of the people who identified as Indigenous, 60 percent were First Nations (North American Indian), 33 percent were Métis, and the remaining seven percent identified either as Inuk (Inuit) or as holding multiple or other Indigenous identities.

However, studies using different research methods to identify the city's Indigenous population suggest the Census figures may under-represent the population. For example, the Our Health Counts Toronto study cited a 2016 Indigenous population in the city that was between 34,000 to 69,000 people.

Demographic and housing facts:

- Toronto's population grew by 116,511 residents between 2011 and 2016, an increase of 4.5 percent.
- 80,805 new dwellings were added to the city's housing stock between 2011 and 2016.
- In 2016:
 - there were 1.1 million private households in Toronto. Of these, 53 percent of households owned their home, while 47 percent rented.
 - 26 percent of private dwellings in Toronto were condominiums.
 - 52 per cent or 1.4 million people belonged to a visible minority group-- the first time this figure surpassed 50 per cent in Toronto.
 - For the first time, there were more people over the age of 65 in Toronto than people under the age of 15. The average Torontonian was 41 years old.

Figure 2. Toronto's Population and Population Projections



Source - Census Canada and Ontario Population Projections Update, 2017–2041

Toronto's Economy

Each month, the City releases to the public a Toronto Economic Bulletin that provides a snapshot of the regional economy and includes data on the labour market, the size of the economy, real estate activity, retail sales, transportation, and city rankings. This information is available at www.toronto.ca/toronto-economic-bulletin, and provides an update on the GTA as one of the largest regional economies in North America. An estimated \$332 billion of goods and services are produced in the Toronto region. Toronto accounts for just over half of this total at \$168 billion, about nine percent of Canada's economic output.

Toronto offers a rich mix of partners, suppliers, and a talented workforce to companies who do business here.

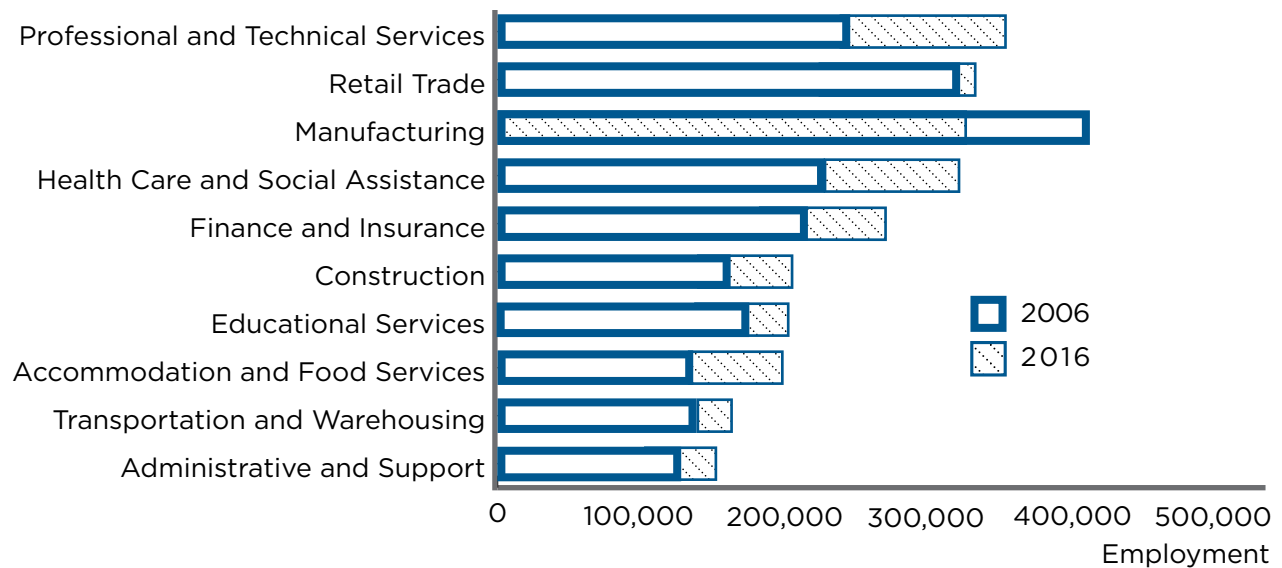
Economic facts:

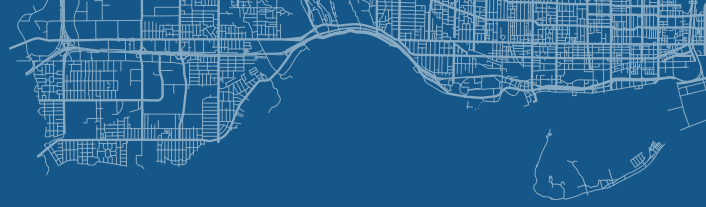
- The 2017 City's annual employment survey counted 1.5 million jobs at 75,620 business establishments in the city.
- Professional, scientific, and technical services companies are now the city's largest employers, overtaking manufacturing and retail, since 2006 (see Figure 3).
- The number of technology employers in the Toronto region is the largest in Canada and third largest in North America, behind San Francisco and New York, employing more than 200,000 people at more than 14,600 technology companies.
- The financial services sector continues to grow in Toronto, directly employing more than 250,000 people. The Toronto region is home to the head offices of the

five largest banks in Canada and the majority of international banks' subsidiaries and branches in Canada.

- The production of domestic and foreign film and television is now a major local industry regularly contributing \$1 billion to the economy and directly employing more than 30,000 people in Toronto.

Figure 3. Toronto Census Metropolitan Area Top 10 Industries





The City of Toronto's Governance System

The Canadian Constitution sets out the responsibilities of the federal and provincial governments and does not recognize municipalities as a separate order of government. The Constitution gives provinces exclusive control over municipalities, including the rules that govern them.

Provincial regulations and legislation define the City's relationship with the Ontario government. The most significant is the City of Toronto Act, 2006, which gives the City powers to provide services to its residents, manage its finances and establish accountability officers for the City.

Other Acts that define the rules governing the City include the Municipal Elections Act, Municipal Conflict of Interest Act, Municipal Freedom of Information and Protection of Personal Privacy Act, Planning Act and Heritage Act.

Level of Government	FEDERAL Government of Canada	PROVINCIAL Government of Ontario	MUNICIPAL City of Toronto
Powers defined by	Constitution Act, 1867	Constitution Act, 1867	City of Toronto Act, 2006
Powers	<ul style="list-style-type: none">• National defence and Canadian Armed Forces• Postal service• Banking• Employment• Immigration and citizenship• Census• Foreign affairs and international trade• Agriculture and more	<ul style="list-style-type: none">• Health• Education• Driver and vehicle licensing• Energy• Human rights• Natural resources• Environment• Social services and more	<ul style="list-style-type: none">• Water treatment and sewers• Parks and recreation centres• Libraries• Garbage collection• Public transit• Land use planning• Traffic and parking• Police and fire services• Paramedics• Homeless shelters• Childcare and more

A Balanced Model of Governance

The City of Toronto's governance model relies on a balance between:

City Council: The legislative body for the City, Council has a duty to find consensus while balancing city-wide and local considerations. Council is composed of the Mayor and Councillors. The Mayor fulfills a city-wide mandate, leading Council in strategic and financial planning and representing the City to other governments. The Mayor and Councillors each have one vote at Council and a majority vote decides most matters.

Public Service: The staff of the City and most agencies make up the public service. The public service provides objective, professional advice to Council and its agencies and corporations, and implements Council's decisions according to City policy, standards and principles of effective public service.

The Public: The public play an essential role in ensuring the effectiveness of decision making by:

- identifying issues for Council and staff consideration;
- providing input and feedback on services, reports and policies;
- partnering with the City to deliver programs;
- making their ideas and recommendations for improvement known through protests, deputations, voting, participation in public meetings, surveys, advisory bodies etc.; and
- communicating with staff, Councillors and the Mayor.

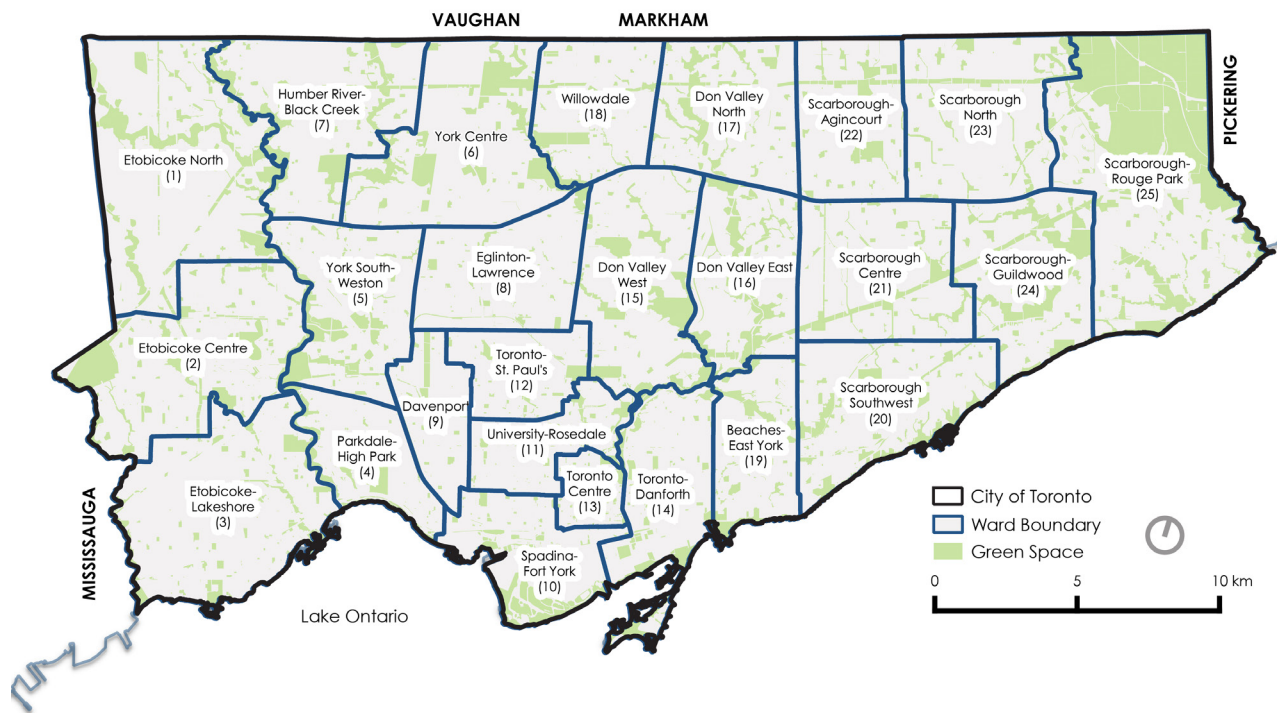
The City has four Accountability Officers and an Open and Closed Meeting Investigator to help ensure that City government remains open and transparent.

City Council

The powers of the City, granted by the Province of Ontario, are exercised by Council unless Council decides to delegate its authority. Council has direct responsibility for oversight of the City's services and indirect oversight for services delivered through its agencies and corporations, such as the Toronto Police Service, the Toronto Transit Commission (TTC), the Toronto Public Library, and Toronto Community Housing.

Council is made up of the Mayor and 25 Councillors. The Mayor is elected by voters from across the city. Each Councillor is elected by voters in one of 25 wards (see Figure 4). The term of office for the Mayor and Councillors is four years.

Figure 4. City of Toronto Wards



The role of Council as set out in the City of Toronto Act, 2006, is to:

- represent the public and to consider the well-being and interests of the City;
- develop and evaluate the policies and programs of the City;
- determine which services the City provides;
- ensure that administrative policies, practices and procedures, and controllership policies are in place to implement the decisions of Council;
- ensure the accountability and transparency of the operations of the City, including the activities of senior management;
- maintain the financial integrity of the City; and
- carry out the duties of Council under the City of Toronto Act or any other Act.

Political Parties

In Ontario, the Mayor and councillors are not elected to represent a political party. Elected officials do not operate under any party mandates and there is no official opposition.

Each member of Council is independent and can choose how they vote on any issue.

The Mayor

The Mayor has two important roles: head of Council and Chief Executive Officer.

As the head of Council, the Mayor:

- acts as Chief Executive Officer;
- chairs meetings of Council so that its business can be carried out efficiently and effectively (power delegated to the Speaker with the consent of the Mayor);
- provides information and makes recommendations to Council with respect to Council's role in ensuring that administrative policies, practices and procedures are in place to implement the decisions of Council and in ensuring the accountability and transparency of the operations of the City;
- provides leadership to Council;
- represents the City at official functions; and
- carries out any other duties under the City of Toronto Act, 2006 or any other Act.

As the Chief Executive Officer, the Mayor:

- upholds and promotes the purposes of the City;
- promotes public involvement in the City's activities;
- acts as the representative of the City both within and outside Toronto;
- promotes Toronto locally, nationally and internationally; and
- participates in and fosters activities that enhance the economic, social and environmental well-being of Toronto and its residents.

The duties and powers of the Mayor include:

- calling special meetings of Council;
- expelling any person for improper conduct at a meeting (power delegated to the Speaker with the consent of the Mayor);
- acting as a commissioner for taking affidavits (as may any member of Council);
- declaring that an emergency exists in the city, implementing an emergency plan and declaring when an emergency has ended;
- signing all bylaws, together with the City Clerk, passed at meetings at which the Mayor has presided; and
- chairing certain committees, including the Executive Committee.

Council has also delegated to the Mayor the power to appoint and remove the Deputy Mayor and Standing Committee chairs.

The Mayor is a member of all committees and is entitled to one vote. The Mayor also has a seat on the boards of a number of City agencies and corporations, although Council, with the consent of the Mayor, may appoint another member to take the Mayor's place.

The Mayor may identify designates for these board positions.

Although the Mayor, as head of Council, chairs Council meetings and can expel any person for improper conduct at a meeting, Council with the consent of the Mayor, established the positions of Speaker and Deputy Speaker for these purposes. The Speaker and Deputy Speaker are elected by Council from among its members and serve for the term of Council.

Deputy Mayor

The Mayor may appoint a Deputy Mayor. The Deputy Mayor assists the Mayor, is Vice-Chair of the Executive Committee and can act as Mayor when the Mayor is absent from the City, because of illness or when the office of the Mayor is vacant.

The Deputy Mayor has all the rights, power and authority of the Mayor except the power to sit on a Community Council.

City Councillors

Councillors have both a legislative role and a constituency role. In their legislative role, they are responsible as part of Council for deliberating and establishing policies and by-laws to implement Council's decisions. In their constituency role, Councillors are responsible for consulting with the public who live in their wards and considering multiple perspectives on the issues on which they are making decisions. To find out who your Councillor is, call 311 or visit www.toronto.ca/members-of-council.

Councillors work on city-wide, ward and local neighbourhood issues. To carry out this role effectively, Councillors serve on various committees and boards including:

- A standing committee,
- A community council, or
- Sub-committees, special committees, ad hoc committees, or advisory committees and agency or corporation boards.

In addition to these formal appointments, many Councillors serve in a volunteer capacity on other community organizations.

Council and Committee Structure

All Council and committee meetings are open to the public. Only in certain circumstances as described in the City of Toronto Act, can a meeting be closed to the public. Even if there is a closed session of a meeting, the meeting will begin and end in public and Council will vote in public. Only on a procedural matter or to give confidential instructions to City officials, can a vote happen in a closed session.

Committee and Council agendas, reports, minutes, decision documents, votes and attendance are made available online to the public at www.toronto.ca/council. Meetings are streamed live on YouTube and live updates on the status of agenda items are at www.toronto.ca/council.

The public can speak to a committee or Community Council about an agenda item for up to five minutes, and Councillors may ask them questions. Speakers must register in advance with the committee clerk. Instructions are provided online with the meeting agendas. The public may also submit comments in writing at the meeting, by email, fax or mail to the committee clerk. All comments collected by City Clerk's Office staff are included on the public record.

Only community councils and committees hear from public presenters. The public cannot speak at Council, except under special circumstances. For more information or to contact a committee clerk visit www.toronto.ca/council.

The Committee System

With few exceptions, the business of the City is introduced at a committee and debated to make recommendations to Council (Figure 5). Committees allow for debate and public input on:

- Reports from City officials, agencies, corporations, and advisory committees,
- Communications from Members of Council, and
- Matters referred to them by Council.

Council's committees include:

- **Executive Committee:** Chaired by the Mayor, monitors and makes recommendations to Council on priorities, plans, international and intergovernmental relations, governance structures and processes including the City's relationship with its agencies and corporations, and the financial integrity of the City.
- **Standing Committees:** Responsible for setting priorities and direction to achieve their mandate, providing a forum for policy debate and public speakers, and recommending policies to Council. City Council has established four standing committees with the following mandates:

- **Economic and Community Development Committee** - The Economic and Community Development Committee's primary focus is on social cohesion and the economy, with a mandate to monitor and make recommendations on strengthening communities, neighbourhoods and the economy.
- **General Government and Licensing Committee** - The General Government and Licensing Committee's primary focus is on City government assets and resources and business licensing, with a mandate to monitor and make recommendations on the administrative operations of the City and the licensing of businesses.
- **Infrastructure and Environment Committee** - The Infrastructure and Environment Committee's primary focus is on infrastructure and the natural environment, with a mandate to monitor and make recommendations on Toronto's infrastructure needs and services, parks and forestry and the sustainable use of Toronto's environment.
- **Planning and Housing Committee** - The Planning and Housing Committee's primary focus is on urban form and housing development, with a mandate to monitor and make recommendations on planning, property standards, growth and housing development.
- **Community Councils:** Geographically based committees, made up of groupings of City wards and their membership comprises the Councillors of those wards (see Figure 6). Community Council responsibilities include making recommendations and decisions on local planning and development, as well as neighbourhood matters including traffic plans and parking regulations. Community Councils report to City Council but they also have final decision-making power on certain items, such as traffic and parking, fence bylaw exemptions and appointments to local boards and Business Improvement Areas.
- **The Board of Health:** A local board of the City governed by the Health Protection and Promotion Act and the Ontario Public Health Standards and Protocols. The Board of Health:
 - ensures public health programs and services are delivered according to provincial standards and in response to local needs;
 - works with Toronto Public Health staff to develop plans, goals and policies for Toronto Public Health and ensures that these plans are efficiently implemented;
 - advises Council on a broad range of health issues; and
 - recommends to Council annual capital and operating budgets.
- **Special Committees:** Established by Council to provide a forum for specialized consideration of matters. The Audit Committee, the Budget Committee, and the Appointments Committees (Civic and Striking) are all special committees.

Figure 5. City of Toronto Committee Structure

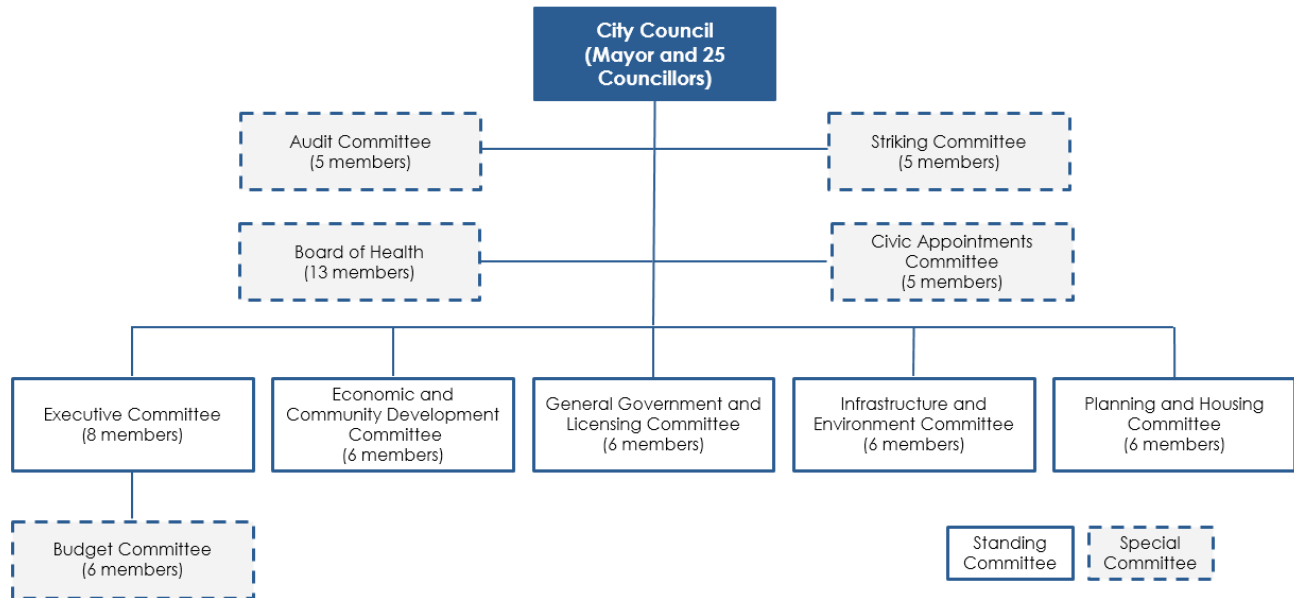


Figure 6. Community Councils

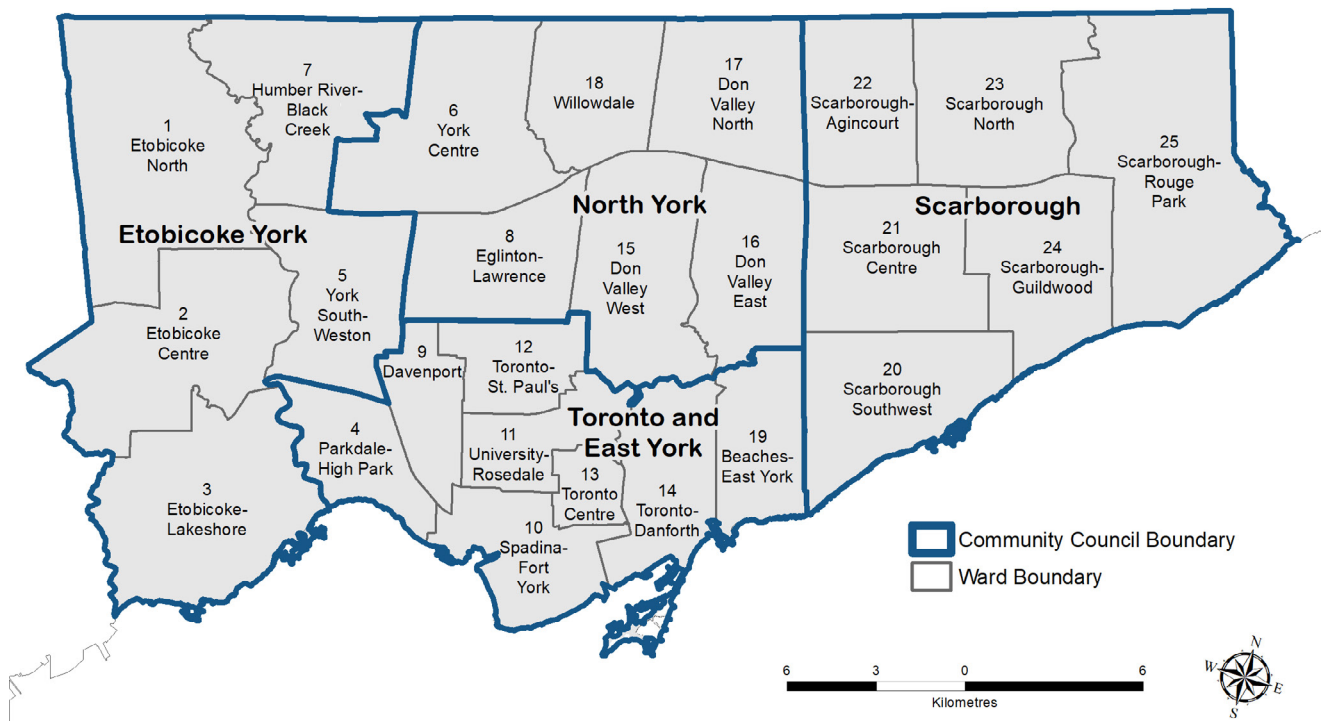
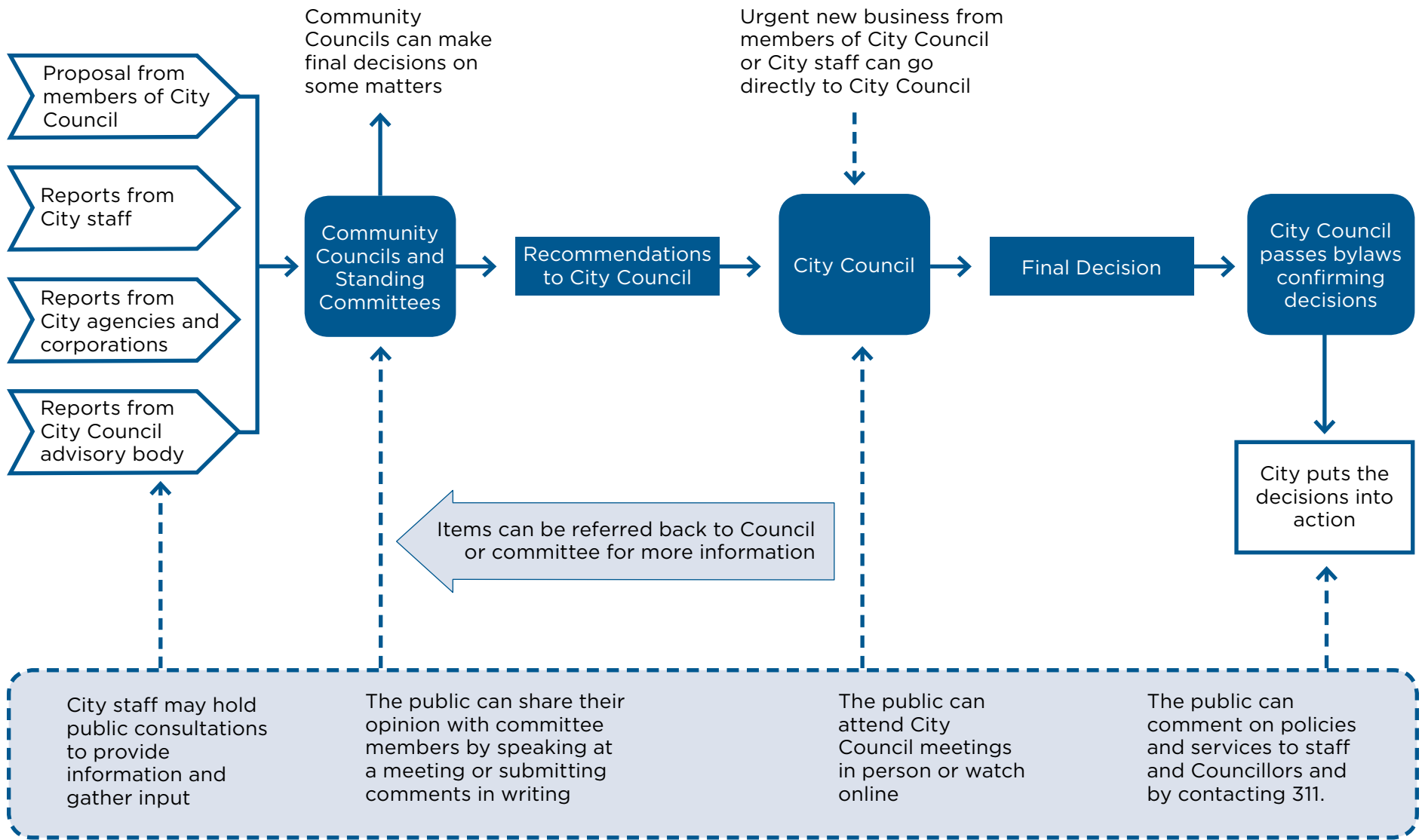


Figure 7. Overview of City’s Decision Making Process



The Toronto Public Service

The public service is the City's staff who implement the priorities and directions of Council and are responsible for the delivery of services to residents, many 24 hours a day, and seven days a week.

The public service is guided by the Toronto Public Service Bylaw, legislation that defines the separation between the City's administration and Council and sets out the public service's professional, impartial, and ethical standards.

The City Manager

The City Manager is the head of the public service and is accountable to Council for the effective delivery of Council's policies and programs by the Toronto Public Service.

The City Manager:

- is responsible for efficient and effective delivery of services, policy direction and program delivery of all City divisions,
- provides Council with a single point of administrative accountability and strategic leadership, and
- provides organizational leadership to the Toronto Public Service.

The City Manager is appointed by Council on the recommendation of the Mayor.

The Deputy City Managers and Chief Financial Officer

The City Manager is assisted by three Deputy City Managers (DCMs) and one Chief Financial Officer (CFO). The Deputies lead City-wide initiatives, collaborating and integrating across programs to deliver services and Council's priorities.

The City Clerk

The City Clerk is an officer of the City whose duties are outlined in provincial legislation and delegated by Council. Council appoints the Clerk who reports to Council for statutory responsibilities and the City Manager for administrative purposes.

The services provided by the City Clerk's Office include:

- supporting Council's decision making processes;
- corporate information management;
- assisting the Mayor and Councillors in their ceremonial and civic duties;
- serving the public in provincially-mandated areas, such as issuing marriage licences;
- providing administrative, budget and business support to Members of Council and the Integrity Commissioner, Lobbyist Registrar and Ombudsman, and
- administering elections.

The City Solicitor

The City Solicitor oversees the Legal Services division and reports to Council for statutory purposes and to the City Manager for administrative purposes. Legal Services provide legal advice to City divisions in multiple areas of law including municipal law, litigation, real estate law, employment and labour law, planning law, and prosecutions, and to Council as required.

Divisions & Division Heads

Division Heads are responsible for managing City divisions. Divisions deliver one or more City services. The Division Head is responsible for:

- responding to questions about their programs and services at Standing Committees and Council meetings;
- setting service objectives for their division and monitoring progress;
- day-to-day operations;
- staff and budgets within their service, and
- working collaboratively to achieve Council priorities.

Accountability Officers

The City of Toronto is required by provincial law to have an Auditor General, Integrity Commissioner, Ombudsman, lobbyist registry, and an Open and Closed Meetings Investigator. More information about the Accountability Officers is available below and online www.toronto.ca/accountability-officers/.

The Accountability Officers provide Council and the public with objective and independent oversight to ensure the transparency and accountability of City government. Each Officer has their mandate and can only act on matters and conduct investigations within that mandate.

The four Accountability Officers operate under a four-way Memorandum of Understanding, allowing them to co-operate and co-ordinate their work as they independently fulfil their respective mandates.

- **The Auditor General:** Responsible for assisting Council in holding itself and the City's administration accountable for stewardship over public funds and for the achievement of value for money in City operations including all divisions, agencies, and the offices of the Mayor and Members of Council. The Auditor General also manages the Fraud and Waste Hotline.
- **The Integrity Commissioner:** Responsible for providing advice and education to the Mayor and Councillors and appointees of local boards on the application of the

Municipal Conflict of Interest Act and their respective Code of Conduct, and other bylaws, policies and legislation governing ethical behavior. Applicable Codes of Conduct, include:

- Code of Conduct for Members of Council;
- Code of Conduct for Members of Local Boards; and
- Code of Conduct for Members of Adjudicative Boards

The Integrity Commissioner investigates complaints into whether a Member of Council or a member of a local board or adjudicative board has violated the applicable Code of Conduct.

- **The Lobbyist Registrar:** Promotes and enhances the transparency and integrity of City government decision-making through public disclosure of lobbying activities and regulation of lobbyists' conduct. The Lobbyist Registrar's responsibilities include overseeing the lobbyist registration system, providing advice, conducting inquiries and investigations and enforcing compliance of the Toronto Municipal Code and advising Council on lobbying matters.
- **The Ombudsman:** Works to ensure that the City treats the public fairly and that services are provided in a way that is fair and equitable for all. The Ombudsman Toronto team independently and impartially investigates complaints and concerns about administrative unfairness concerning all City divisions and most City agencies, corporations and local Boards, but not Council. Ombudsman Toronto also proactively consults with the bodies it oversees to ensure administrative fairness in systems, processes and approach. www.ombudsmantoronto.ca
- **Open and Closed Meetings Investigator:** Investigates appropriateness of a meeting that was closed in full or in part to the public and submit findings and recommendations to City Council or the local board.

City Agencies and Corporations

The City has 134 agencies and corporations. Each agency and corporation has a different mandate and responsibility but generally fall into four broad categories:

- 32 service
- 9 corporations,
- 10 adjudicative boards, and
- 83 business improvement area boards

Council has established agencies and corporations for a variety of reasons including:

- adding expertise, experience, labour and enthusiasm;
- meeting objectivity or legislative requirements;
- leveraging City resources by attracting funding;
- meeting objectives beyond core municipal services;
- operating in a commercial market environment;
- engaging local community and diverse perspectives to guide service delivery.

More information is available below and online at:

<https://www.toronto.ca/agencies-corporations/>

- **Service Agencies:** The City delivers key services through service agencies, including some community centres and arenas, libraries, police, theatre, public health, and transit services. Council approves the budget of most City agencies, appoints its board members and, in some instances, appoints its chair.
- **City corporations:** City corporations own assets, or operate and manage assets for the City, approve their Budgets and staffing and operate independently from the City administration. The City is the sole shareholder of City-controlled corporations and their accountability is established through a Shareholder Direction and corporate bylaws approved by Council. Corporations are required to submit their annual audited financial statements and reports to Council as the shareholder, but Council does not approve their budgets or positions.
- **Adjudicative bodies:** These bodies operate independently from the City and hold hearings to resolve disputes, regulate activities or adjudicate and to determine certain legal rights and benefits. The City's adjudicative bodies are established under legislation including the City of Toronto Act and the Planning Act. The City supports the administration of adjudicative bodies so their administrative costs are included in divisional budgets approved by Council through its annual operating budget process.
- **Business Improvement Areas (BIAs):** Designated by the City and partially funded through a levy on commercial and industrial property owners and business tenants in specific geographic areas, BIAs oversee the improvement and beautification of streetscapes, promote local businesses, and organize community events. Their operating budgets are funded through a levy on all commercial and industrial properties within the BIA boundary.

Public Engagement

Vote in Local Elections

Municipal elections happen every four years on the fourth Monday of October. Eligible voters can vote for a mayor, councillor and school board trustee. A by-election can be held between general elections if a Council or school board seat becomes vacant.

The public can vote in Toronto's municipal election if they are:

- a Canadian citizen; and
- at least 18 years old; and
- a resident in the city of Toronto; or
- a non-resident of the city of Toronto, but they or their spouse owns or rents property in the city; and
- not prohibited from voting under any law.

The public can contact the Mayor or their councillor at any time and find out who their councillor is by calling 311 or at www.toronto.ca/members-of-council/. Every councillor has an office at City Hall and many also have offices in their wards.

Engage in City Issues

City staff engage the public in a variety of ways to gather input about local or city-wide issues through meetings, open houses, online forums, advisory bodies, surveys, polls and more. The public can find out about opportunities to participate at www.toronto.ca/getinvolved.

Serve on a City Board

The City delivers some of its services through agencies and corporations. Each agency and corporation has its board of directors and many include members of the public. Information on how to apply to become a member of a board is available on the City's Public Appointments web page at www.toronto.ca/ServeYourCity.

Other Ways to Engage

Polls: Households or businesses may receive information by mail from the City about a local poll. Polls are conducted to gather opinions about possible changes, such as installing traffic calming on a street, or allowing front-yard parking at a nearby property.

Petitions: The public can deliver a petition in person or send it by mail, fax or e-mail to the City Clerk if the petition relates to a matter on Council's agenda, to a Council member for any matter. The petition, including all the names of those who have signed it, becomes part of the public record.



The City's Finances

What is the City Budget?

The City's budget describes how much money the City will raise and spend within a year to align its finances with the City's priorities and services to residents. The budget also guides decisions on what City infrastructure will be purchased, built and repaired.

The City is required by provincial law to balance its operating budget each year, which means that the money spent must be equal to the money raised. To balance the budget, the City can either increase its revenues using tools, such as property taxes and fees or through managing expenses, by changing or reducing the cost of services.

Overview of the City's Operating Revenues and Expenses

In the 2018 operating budget, the total cost to deliver City services to Toronto residents was \$13 billion.

The City receives funds to pay for services from four primary sources. The largest source is property taxes which made up approximately 32 percent of the operating budget, followed by user fees (28 percent), and provincial grants and subsidies (18 percent). In 2018, the Municipal Land Transfer Tax provided approximately six percent of the City's revenue.

Overview of the City's Capital Budget

In addition to the operating budget, the City prepares a 10-Year Capital Budget and Plan. The capital budget funds the City's assets that support service delivery. It pays for the construction and repair of transit, roads, bridges, public buildings (such as libraries, community centres and fire stations), water and sewer facilities, parks and other major infrastructure projects.

The City updates and presents a new 10-year Capital Budget and Plan each year as part of the annual budget process. The capital budget is funded from reserves, development charges, other levels of government, and by borrowing funds or taking on debt.

Figure 8. City Operating Budget in 2018 (in millions of dollars)

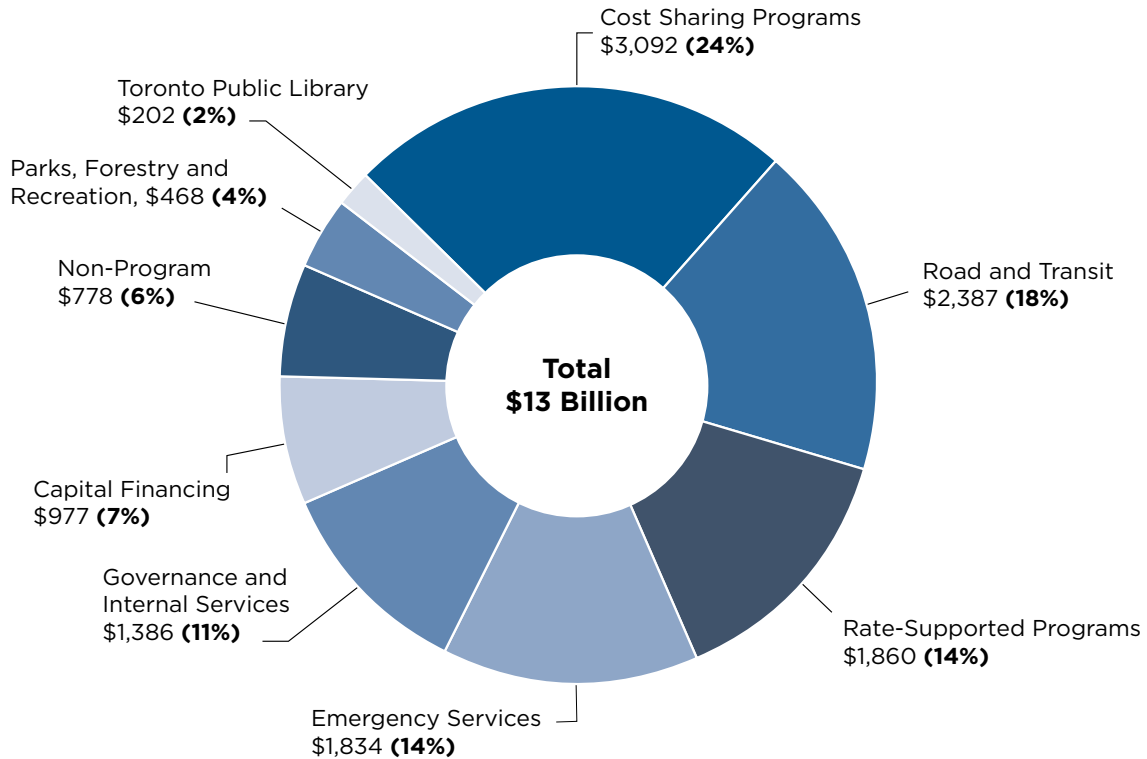


Figure 9. City Operating Revenues in 2018 (in millions of dollars)

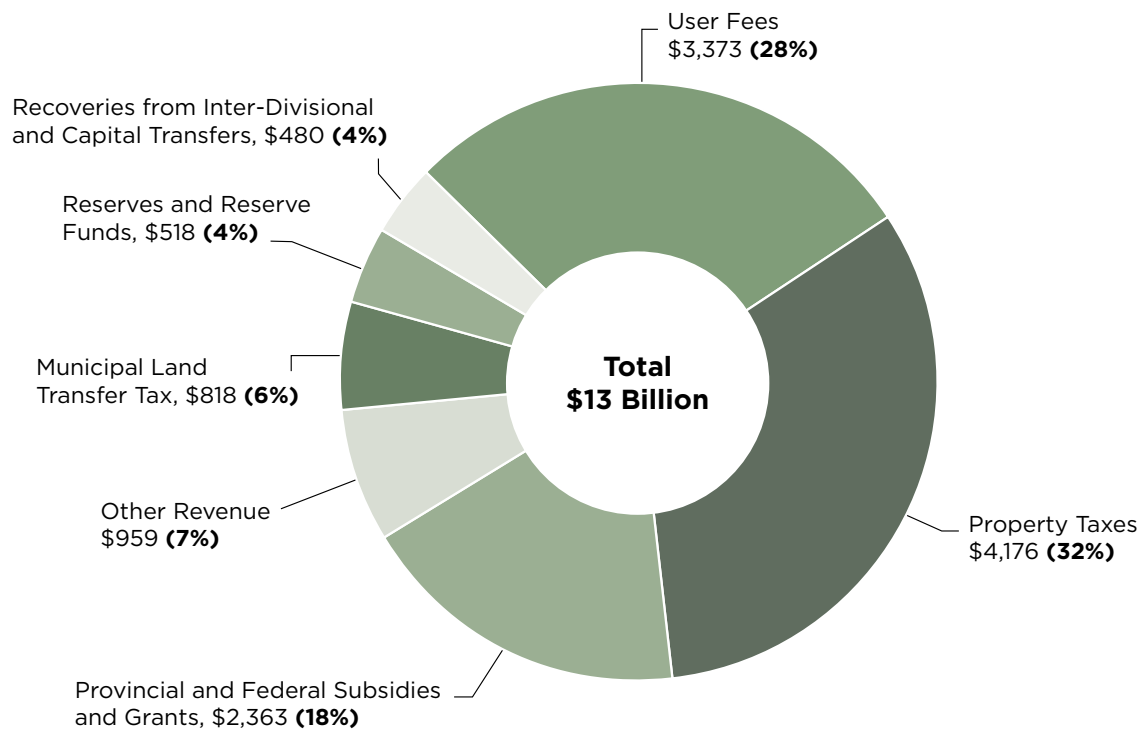


Figure 10. Planned Capital Spending, 2018 – 2027 (in millions of dollars)

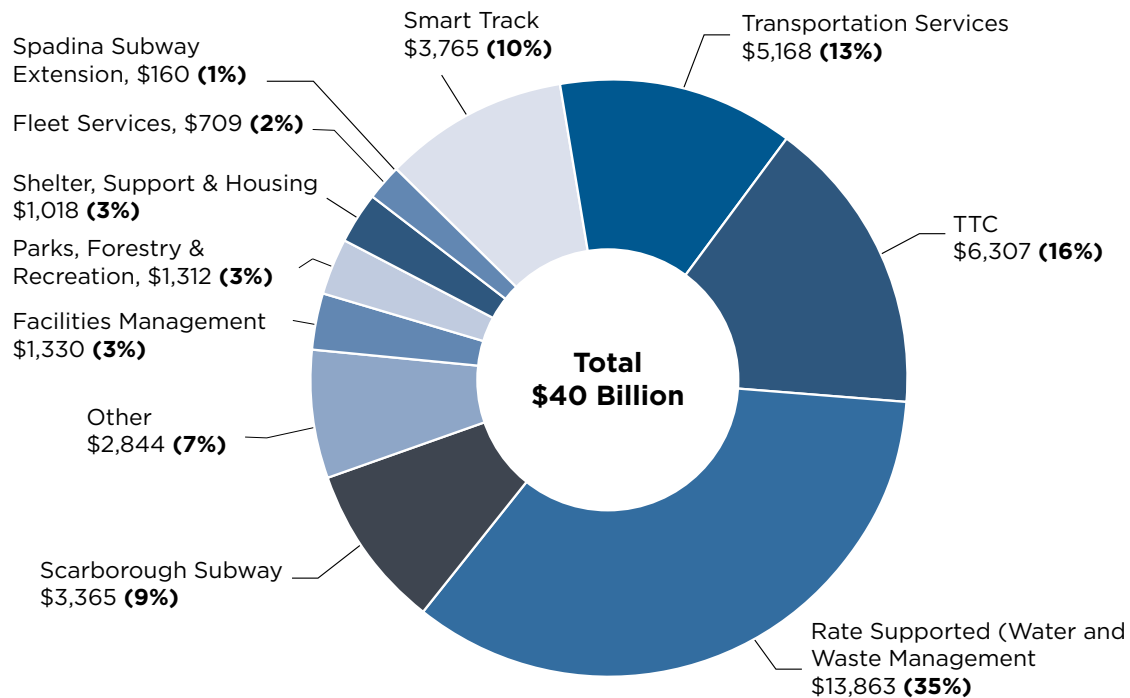
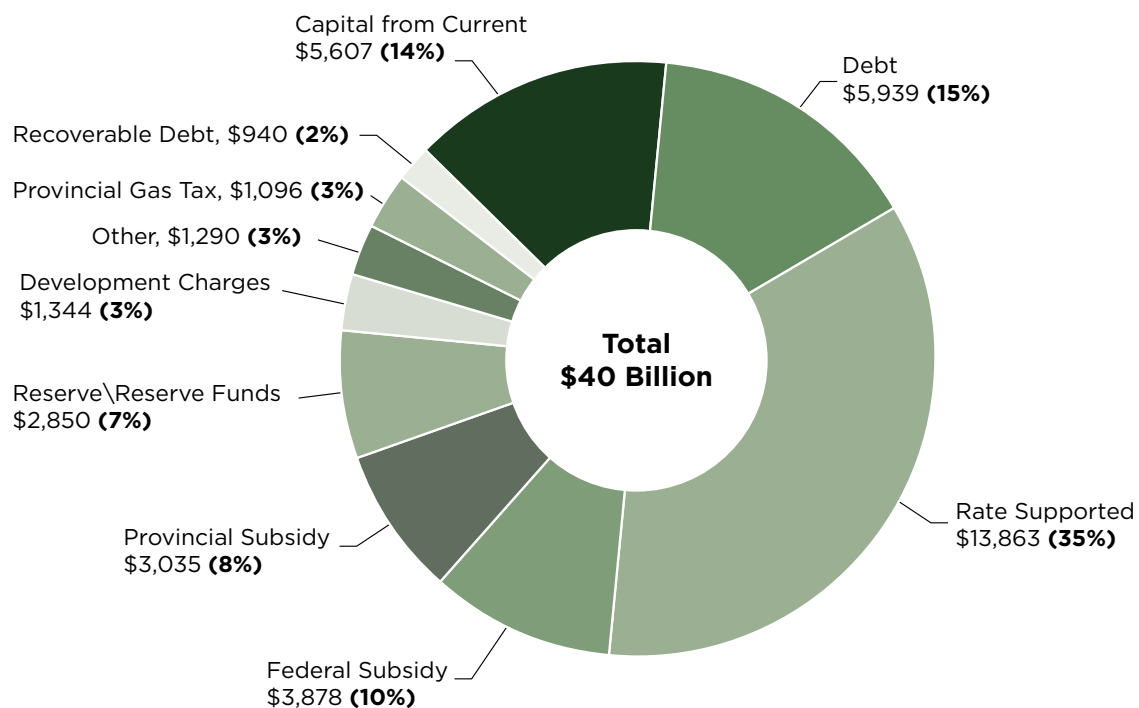


Figure 11. Planned Capital Funding, 2018-2027 (in millions of dollars)





City Services and Programs

311 Toronto: Provides information on City services and programs by phone and online to residents, businesses, and visitors 24 hours a day, seven days a week. Emergency calls are managed through 911, and community, social and health questions through 211.

Accounting Services: Prepares Toronto's annual consolidated financial statements and checks that all transactions, including payments to City vendors, are reported.

Affordable Housing Office: Works with housing agencies, community groups and other orders of government on policies and projects to increase affordable housing.

Children's Services: Manages Toronto's child care system by running child care sites and summer camps, providing child care subsidies, and promoting information and resources for families. Leads the City's Children's Strategy and manages special projects, initiatives and events.

City Clerk's Office: Administers the municipal election, manages Council's decision making process by supporting Council and committee meetings, makes information accessible to the public while protecting privacy, provides leadership in matters of protocol, provides administrative support to Members of Council and their staff and processing registry and gaming licenses.

City Planning: Guides and manages the growth and physical form of the city and the effects on the social, economic and natural environment by consulting with the public, undertaking research, developing policy and by-laws, undertaking strategic initiatives, and reviewing and processing development applications.

Civic Innovation Office: Delivers and develops innovative approaches to problem solving within City government.

Corporate Finance: Provides strategic, financial, and risk management services to protect and improve the City of Toronto's financial position.

Corporate Security: Provides security services to City divisions and some agencies including access to facilities, training, patrolling, and risk and building assessments.

Court Services: Manages trials and payments relating to the Provincial Offences Act and provides administrative support to three of the City's adjudicative boards: Toronto Licensing Tribunal, Administrative Penalty Tribunal, and the Toronto Local Appeal Body.

Economic Development and Culture: Supports local businesses and industries to create an economically strong city, while promoting Toronto to the world. Provides arts and heritage programs, policies and services, looks after cultural facilities and collections and supports cultural organization.

Employment and Social Services: Helps people find jobs through career counselling, training, and other programs. Assists with employment and school costs, such as child care or transit, and distributes provincial financial assistance for shelter, food, clothing and other basic needs.

Equity, Diversity & Human Rights: Supports the City in making its services, programs and policies responsive to the needs of Toronto's diverse communities by providing advice to the City Manager, Council, divisions and employees.

Engineering and Construction Services: Provides specialized technical services including engineering design and management of City construction projects, reviewing development projects, and surveying and mapping.

Environment and Energy: Develops and implements environmental and energy policies and programs to help reduce greenhouse gas emissions, facilitate energy conservation and manage demand to secure Toronto's energy supply. Educates citizens, businesses, and other stakeholders about environmental and energy issues.

Executive Management: Supports the day-to-day operation of the City Manager's Office and the daily work of the City Manager.

Facilities Management: Provides maintenance, custodial and repair services to ensure that City properties are maintained, safe, clean and functioning well.

Finance and Administration: Provides financial and administrative support to the Office of the Chief Financial Officer.

Financial Planning: Provides corporate financial planning, management, and reporting and control services to achieve fiscal sustainability of the City.

Fire Services: Responds to all types of emergency incidents that occur across the city on a 24/7 basis and delivers public fire and life safety education programs, community risk reduction programs, and enforcement of the Ontario Fire Code.

Fleet Services: Manages the City's fleet of vehicles for divisions, agencies and corporations, including driver training, vehicle maintenance, green fleet initiatives and licensing of vehicles.

Human Resources: Assists the City of Toronto to build, attract, and retain a skilled, knowledgeable, high-performing and diverse workforce. Fosters a safe and healthy work environment for City employees and develops and maintains working relationships among managers, employees, unions and staff associations.

Information and Technology: Provides information and technology solutions including business systems, networks, applications, infrastructure, client support, and education.

Internal Audit: Assists senior management in meeting their responsibilities for maintaining proper internal controls, identifying and evaluating exposures to risks and helping to strengthen risk management throughout the City.

Legal Services: Provides comprehensive legal advice to City divisions and agencies and Council.

Long-Term Care Homes & Services: Provides long-term care services to residents in the City's directly operated long-term care homes and services for vulnerable individuals, which include adult day programs, supportive housing services and homemaking services.

Major Capital Infrastructure Coordinating Office: Coordinates major construction projects to support long-term planning to ensure City divisions and other organizations who deliver major infrastructure projects work together.

Municipal Licensing and Standards: Administers and enforces bylaws that regulate property standards, graffiti, noise, parks and issues business licenses and permits. Also responsible for animal control, sheltering and adoption services.

Office of Emergency Management: Helps the City and its residents prepare for emergencies, and coordinates responses and recovery efforts during emergencies.

Office of Partnerships: Creates partnerships with the City and businesses, not-for-profit organizations, community groups, residents' associations and individuals.

Parks, Forestry and Recreation: Maintains parks, green spaces, ravines, trails, forests, and city trees and protects Toronto's natural environment. Provides affordable access to recreational programs and playgrounds, pools, community centres, and other facilities across the city.

Paramedic Services: Provides 24-hour pre-hospital emergency and non-emergency care, transportation to and between hospitals, and public education programs.

Pension, Payroll and Employee Benefits: Administers employee pension plans and benefit packages, processes the City payroll and maintains employee information.

Policy, Planning, Finance, and Administration: Provides centralized financial and administrative support to the Deputy City Manager and divisions of Infrastructure and Development Services.

Purchasing and Materials Management: Works with City divisions and some City agencies to procure goods and services.

Real Estate Services: Oversees the management of the City's real estate portfolio and coordinates property acquisition, disposal, appraisal and leasing.

Resilience Office: Leads the development of an action plan for implementing new resilience initiatives city-wide and engages with the 100 Resilience Cities network to draw in resources and lessons which can be applied in Toronto.

Revenue Services: Responsible for billing, collection, processing and administration of revenue from property tax, water and sewage services, and parking violation notices.

Shelter, Support and Housing Administration: Provides temporary shelter and support services for homeless individuals and families, creating permanent affordable housing solutions, and funds about 350 community agency partners.

Social Development, Finance and Administration: Leads the City's commitment to inclusive and safe neighbourhoods and communities, community engagement and life skill opportunities for youth. Builds and leverages intergovernmental and community partnerships to develop and deliver community social services. Provides financial and program support to the divisions in Community and Social Services.

Solid Waste Management Services: Collects, transports, processes, composts and disposes of municipal and some private sector waste, including garbage, recyclables, organics, litter, metal, yard, household hazardous, and electronic waste.

Strategic Communications: Provides strategic and corporate communications, planning, project management and media relations support to Council, committees, and City staff.

Strategic & Corporate Policy: Provides independent and objective analysis and advice to the City Manager and Council on corporate initiatives and priorities, governance, policy, strategic planning and intergovernmental relations.

Toronto Building: Responsible for enforcing provincial and municipal building regulations and by-laws related to the construction, renovation, demolition and change of use of buildings through the issuance of building permits and inspections. Provides zoning and building code information to the public and technical advice to City Council, committees, City divisions and agencies.

Toronto Water: Responsible for clean water production, transmission and distribution, wastewater collection and treatment, and stormwater collection and treatment.

Transportation Services: Responsible for building and maintaining a transportation network to connect people with activities and communities across the city. Ensures safe and reliable transportation and public realm for everyone who walks, cycles, drives or takes transit.

Transformation Office: Develops strategies to help the City become more effective and efficient and to deliver the greatest value for public dollars by transforming operating programs and services.

Treasurer: Provides internal financial and employee services to City divisions, agencies and corporations and leadership, administrative oversight and coordination of the financial services divisions.



City Agencies and Corporations

Service Agencies

Arena Boards: Manage and operate eight of the City's 48 indoor ice sport facilities, and, in consultation with the General Manager of Parks, Forestry & Recreation, allocate ice-time to users each year.

The Association of Community Centres (AOCCs): Funded in partnership with the City, these 10 multi-purpose centres provide public space and locally controlled programs and services to residents across the city.

Business Improvement Areas (BIAs): Designated by the City and partially funded through a levy on commercial and industrial property owners and business tenants in specific geographic areas, BIAs oversee the improvement and beautification of streetscapes, promote local businesses, and organize community events.

CreateTO: Leads City-wide real estate portfolio and asset strategy, development planning, and major projects. Also develops City buildings and lands for municipal purposes and assists City divisions, agencies and corporations with real estate planning.

Exhibition Place: Promotes and operates Exhibition Place as a park, entertainment, tradeshow, and business destination.

Heritage Toronto: A community board that interprets and advocates for Toronto's built, archaeological, natural and cultural heritage.

Civic theatres: Manages the City-owned Sony Centre for the Performing Arts, St. Lawrence Centre for the Arts and Toronto Centre for the Arts, which host Canadian, not-for-profit, culturally diverse music, dance and events.

Toronto Investment Board: Manages the City's investments of funds that are not immediately required by the City.

Toronto Atmospheric Fund: Provides funding and support to initiatives that improve energy efficiency and reduce greenhouse gas emissions and air pollution.

Toronto Public Library: Provides library services, collections (e.g. books, magazines, DVDs and CDs) for borrowing, information and research assistance, programs, study and community space to support the information, education, cultural and leisure needs of residents and communities.

Toronto Parking Authority: Operates municipal off-street parking facilities, on-street metered parking and the Bike Share Toronto system.

Toronto Police Service: In partnership with communities, keeps Toronto safe through crime prevention, law enforcement, assistance to victims of crime, public order maintenance, and emergency response.

Toronto Public Health: Promotes health and prevents illness through health education and disease prevention programs.

Toronto Transit Commission: Manages, operates and maintains the City's network of subways, streetcars, buses and Wheel-Trans, a specialized service for people who require accessible transportation, and constructs transit expansion projects.

Toronto Zoo: Manages, operates, fundraises for, and maintains the Zoo, including conservation and sustainability programs to preserve endangered plants and animals.

Yonge-Dundas Square: Manages, operates, and maintains Yonge-Dundas Square and delivers public event production and coordination.

City Corporations

Build Toronto: Develops properties owned by the City of Toronto and its agencies or corporations for municipal purposes, or to realize value, stimulate employment, and regenerate neighbourhoods. Supports CreateTO, as part of the city-wide real estate model.

Casa Loma Corporation: Provides oversight of the lease agreement to operate and maintain Casa Loma as a heritage attraction and hospitality venue.

Invest Toronto: Engages the private sector in marketing and promoting activities to increase business investment and create jobs in Toronto. In July 2017, Council approved the wind up of Invest Toronto.

Lakeshore Arena: Manages, operates, and maintains the leasehold interest in the Lakeshore Arena facility, previously held by Lakeshore Lions Club.

Toronto Community Housing: City-owned social housing provider that owns and manages approximately 58,500 rental housing units in more than 2,200 buildings across the city. Provides affordable homes to low and moderate income households, including seniors, families, singles, refugees, recent immigrants to Canada and people with special needs.

Toronto Hydro: Distributes electricity in Toronto, supports energy conservation and demand management activities and provides street lighting services.

Toronto Port Lands: Manages real estate assets and promotes employment revitalization in 400 acres of Toronto's Port Land. Supports CreateTO, as part of the city-wide real estate model.

Partnered Boards

Toronto and Region Conservation Authority: Develops and delivers programs to further the conservation, restoration, development and management of the natural resources within nine watersheds in the Greater Toronto Region.

Toronto Pan Am Sports Centre Inc.: Operates the Toronto Pan Am Sports Centre on behalf of the City and the Governing Council of the University of Toronto.

Waterfront Toronto: A partnered corporation, established by the Governments of Canada, Ontario and the City of Toronto to revitalize Toronto's waterfront.

Adjudicative Bodies

Committee of Adjustment: Hears applications for minor variances to City zoning by-laws and severance of land into separate parcels.

Committee of Revision: Hears objections before imposing local improvement charges, reviews proposed charges, special assessments and makes corrections as needed under Ontario Regulation 596/06 of the City of Toronto Act, 2006.

Compliance Audit Committee: Decisions on applications for compliance audits of campaign finances for municipal election or by-election candidates and registered third party advertisers.

Dangerous Dog Review Tribunal: Hears appeals from dog owners served with a Dangerous Dog Order to either confirm the determination or rescind it.

Property Standards Committee: Hears appeals to orders for violations of municipal maintenance bylaws and occupancy standards for residential, multi-residential and commercial properties.

Rooming House Licensing Commissioner and Deputy Commissioner: Considers applications for licences for rooming houses in the former City of Toronto.

Sign Variance Committee: Makes decisions on applications for third party sign variances and appeals on first party sign variance decisions of the Chief Building Official.

Toronto Licensing Tribunal: Hears matters about licences (taxis, restaurants, limousines, tow trucks and building contractors) issued by the Municipal Licensing and Standards Division, holds hearings on whether a licence should be issued, refused, suspended, revoked or have conditions placed upon it.

Toronto Local Appeal Body: Hears appeals of Committee of Adjustment decisions for local planning matters such as minor zoning variances and land severances (also known as consents).



West Humber-Clairville | Mount Olive-Silverstone-Jamestown | Thistletown-Beaumont Heights |
 Rexdale-Kipling | Elms-Old Rexdale | Kingsview Village-The Westway | Willowridge-Martingrove-
 Richview | Humber Heights-Westmount | Edenbridge-Humber Valley | Princess-Rosethorn |
 Eringate-Centennial-West Deane | Markland Wood | Etobicoke West Mall | Islington-City Centre
 West | Kingsway South | Stonegate-Queensway | Mimico | Humber Bay Shores | New Toronto |
 Long Branch | Alderwood | Humber Summit | Humbermede | Pelmo Park-Humberlea | Black Creek
 | Glenfield-Jane Heights | Downsview-Roding-CFB | York University Heights | Rustic | Maple Leaf
 | Brookhaven-Amesbury | Yorkdale-Glen Park | Englemount-Lawrence | Clanton Park | Bathurst
 Manor | Westminster-Branson | Newtonbrook West | Willowdale West | Lansing-Westgate |
 Bedford Park-Nortown | St. Andrew- | Windfields | Bridle Path-Sunnybrook-
 York Mills | Banbury-Don Mills | Victoria Village | Flemingdon
 Park | Parkwoods Donalda | Pleasant View | Don Valley
 Village | Hillcrest Village | Bayview Woods-Steeles
 | Newtonbrook East | Willowdale East | Bayview
 Village | Henry Farm | O'Connor-Parkview
 | Thorncliffe Park | Leaside Bennington |
 Broadview North | Old | East York | Danforth
 - East York | Woodbine- | Lumsden | Taylor-
 Massey (formerly | Crescent Town) | East
 End-Danforth | The | Beaches | Woodbine
 Corridor | Greenwood- | Coxwell | Danforth |
 Playter Estates-Danforth | North Riverdale | Blake-
 Jones | South Riverdale | Cabbagetown-South St.
 James Town | Regent Park | Moss Park | North St.
 James Town | Church-Yonge | Corridor | Bay Street Corridor
 | Waterfront Communities-The | Island | Kensington-Chinatown |
 University | Palmerston-Little Italy | Trinity- | Bellwoods | Niagara | Dufferin Grove | Little
 Portugal | South Parkdale | Roncesvalles | High Park-Swansea | High Park North | Runnymede-
 Bloor West Village | Junction Area | Weston-Pelham Park | Corso Italia-Davenport | Dovercourt-
 Wallace Emerson-Junction | Wychwood | Annex | Casa Loma | Yonge-St.Clair | Rosedale-Moore
 Park | Mount Pleasant East | Yonge-Eglinton | Forest Hill South | Forest Hill North | Lawrence
 Park South | Mount Pleasant West | Lawrence Park North | Humewood-Cedarvale | Oakwood
 Village | Briar Hill-Belgravia | Caledonia-Fairbank | Keelesdale-Eglinton West | Rockcliffe-Smythe
 | Beechborough-Greenbrook | Weston | Lambton Baby Point | Mount Dennis | Steeles | L'Amoreaux
 | Tam O'Shanter-Sullivan | Wexford-Maryvale | Clairlea-Birchmount | Oakridge | Birchcliffe-
 Cliffside | Cliffcrest | Kennedy Park | Ionview | Dorset Park | Bendale | Agincourt South-Malvern
 West | Agincourt North | Milliken | Rouge | Malvern | Centennial Scarborough | Highland Creek |
 Morningside | West Hill | Woburn | Eglinton East | Scarborough Village | Guildwood

“The city had been
 built by people from
 innumerable elsewhere. It was
 a chaos of cultures ordered only by
 its long streets. It belonged to no one
 and never would, or maybe it was a
 million cities in one, unique to each of
 its inhabitants, belonging to whoever
 walked its streets.”

— André Alexis,
 The Hidden Keys